MULTIPLE CHOICE QUESTIONS

_. The use of __________ teams composed of senior managers is prevalent in total quality organizations.
   a. complaint-resolution
   b. problem-solving
   c. steering
   d. auditing
   Answer: c

_. Which of the following generally is not a factor influencing how organizations are structured?
   a. stability of the product line
   b. management style
   c. competitors’ organizational structures
   d. availability of personnel
   Answer: c

_. The ________ organizational structure is a functional form of structure.
   a. line
   b. line and staff
   c. circle and core
   d. matrix
   Answer: a

_. The ________ organization is the most prevalent type of structure for medium-sized to large firms.
   a. line
   b. line and staff
   c. circle and core
   d. matrix
   Answer: b

_. Employees of an insurance firm are given the task of studying the very successful employee training program at a bank. This is an example of
   a. process management.
   b. strategic reengineering.
   c. benchmarking.
   d. quality control.
   Answer: c

_. The employees of a manufacturing company who bill customers are involved in __________ for this manufacturing company.
   a. a value-creation process
   b. a support process
   c. an outsourced process
   d. a supplier process
A graphical representation of a process sequence is known as
a. an affinity diagram
b. a Pareto chart.
c. a flowchart.
d. a control chart.
Answer: c

Which type of process drives the creation of products and services, is critical to customer satisfaction, and has a large impact on the organization’s strategic goals?
a. value-creation process
b. support process
c. outsourced process
d. supplier process
Answer: a

Process management consists of
a. design, installation, and improvement.
b. design, control, and improvement.
c. design, control, and standardization.
d. analysis, control, and improvement.
Answer: b

_______ are accountable for process performance.
a. Process managers
b. Process owners
c. Process workers
d. Process Black Belts
Answer: b

Which of the following terms best describes kaizen?
a. concurrent engineering
b. continuous improvement
c. innovation
d. statistical process control
Answer: b

Which of the following is not true regarding kaizen?
a. Kaizen requires substantial investment to fund cutting-edge innovation.
b. Kaizen is different than reengineering.
c. Kaizen concentrates on small, gradual improvements over the long term.
d. Any improvement activity is a part of the kaizen philosophy.
Answer: a

In the implementation of kaizen, the principle asset is considered to be
a. technology.
b. automation.
c. financial investment.
d. people.
Answer: d

- Any process control system has all of the following except
  a. a backup process
  b. comparison of actual results with the standard
  c. a means of measuring accomplishment
  d. a standard or goal
Answer: a

- Documenting a process will likely include all of the following except
  a. developing a flowchart
  b. establishing standard operating procedures
  c. writing work instructions
  d. verifying maintenance records
Answer: d

- A fast food restaurant would be considered _____ in customer contact and ______ in
  customization.
  a. low, high
  b. high, high
  c. high, low
  d. low, low
Answer: c

- A goal to reduce the time required to fulfill a customer’s order addresses the dimension of
  a. accuracy.
  b. cycle time.
  c. flexibility.
  d. reliability.
Answer: b

- A service is more similar to a manufacturing operation if it is ______ in degree of customer
  contact, ______ in degree of labor intensity, and ______ in degree of customization.
  a. low, low, low
  b. low, high, low
  c. low, high, high
  d. high, high, low
Answer: a

- Providing personalized, custom-designed products to meet individual preferences at prices
  comparable to mass-produced items is known as
  a. concurrent engineering.
  b. strategic benchmarking.
  c. mass customization.
  d. volume flexibility.
Answer: c
Benchmarking
a. is a cost-benefit tool for justifying investment.
b. is a process improvement technique for assigning workers to the correct workstations.
c. is a form of process variance reduction.
d. uses information from industry leaders to set stretch goals.
Answer: d

Long-term remedial action for a process is the responsibility of
a. the workers.
b. management.
c. engineers.
d. the maintenance staff.
Answer: b

_________ refers to the ability to adapt quickly and effectively to changing requirements.
a. Best practices
b. Flexibility
c. Process benchmarking
d. Kaizen
Answer: b

Six Sigma is based on understanding and improving processes on a ________ basis.
a. product-by-product
b. department-by-department
c. day-by-day
d. project-by-project
Answer: d

Determining the most likely causes of defects occurs during which DMAIC phase?
a. Define
b. Measure
c. Analyze
d. Improve
Answer: c

Accomplishment of any improvement that takes an organization to unprecedented levels of performance is known as
a. kaizen.
b. a breakthrough.
c. a real solution.
d. a leap forward.
Answer: b

Focusing on how to maintain improvements occurs in which DMAIC phase?
a. Measure
b. Analyze
c. Improve
d. Control
Answer: d
Which phase is the idea-gathering phase of DMAIC?
   a. Define
   b. Analyze
   c. Improve
   d. Control
Answer: c

Which phase is the idea-gathering phase of DMAIC?
   a. Define
   b. Measure
   c. Analyze
   d. Improve
Answer: d

Lean production refers to approaches initially developed by
   a. Sony.
   b. Xerox.
   c. Motorola.
   d. Toyota.
Answer: d

Statistical thinking is a philosophy of learning and action based on all of the following principles except
   a. All work occurs in a system of interconnected processes.
   b. Variation exists in all processes.
   c. All variation can be traced to human error.
   d. Understanding and reducing variation are keys to success.
Answer: c

Which of the following is used to organize large numbers of ideas or facts into natural groupings?
   a. process flow chart
   b. scoring system
   c. affinity diagram
   d. Likert scale
Answer: c

A ______ identifies the sequence of activities or the flow of materials and information in a process.
   a. cause-and-effect diagram
   b. scatter diagram
   c. flowchart
   d. affinity diagram
Answer: c

A process flowchart is best developed by
   a. the manager responsible for overseeing the process.
   b. people not involved in the actual process to insure impartiality.
c. process engineers with training in diagramming.
d. people involved in the process.
Answer d

Another name a for cause-and-effect diagram is a
a. histogram.
b. run chart.
c. check sheet.
d. fishbone diagram.
Answer: d

A special type of data collection form in which the results may be interpreted on the form directly without additional processing is a
a. check sheet.
b. control chart.
c. scatter diagram.
d. Pareto diagram.
Answer: a

A quality improvement tool useful for determining the relationship between two variables is the
a. check sheet.
b. control chart.
c. scatter diagram.
d. flowchart.
Answer: c

___) Identify the Tool for Process Analysis >>>
Correct Answer
a) Flowchart  
b) Histograms  
c) Control charts  
d) Cause-and-effect  
e) Scatter  
f) Pareto diagram  
g) Check sheets

___) Identify the Tool for Process Analysis >>>
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61) Identify the **Tool for Process Analysis** 

a) Flowchart  
b) Histograms  
c) Control charts  
d) Cause-and-effect  
e) Scatter  
f) Pareto diagram  
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